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# 2H

## Action

### *Educator Preparation Committee*

#### **Proposed Revision of the Enrollment Requirement for the Clear Administrative Services Credential Standards**

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**Executive Summary:** This agenda item provides information on the implementation of the 120-day enrollment requirement contained in the Clear Administrative Services Standards and proposes revisions to that provision.

**Policy Question:** Should the Commission modify or eliminate the program requirement that candidates enroll in a clear administrative services credential program within 120 days of employment?

**Recommended Action:** That the Commission waive the 120-day enrollment requirement for all programs for the period from July 1, 2015 through December 31, 2015 and revise the applicable standard language effective January 1, 2016.

**Presenters:** Gay Roby, Consultant, and Cheryl Hickey, Administrator, Professional Services Division

#### **Strategic Plan Goal:**

##### *II. Program Quality and Accountability*

- ◆ Effectively and efficiently monitor program implementation and outcomes and hold all approved educator preparation programs to high standards and continuous improvement through the accreditation process.

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# **Proposed Revision of the Enrollment Requirement for the Clear Administrative Services Credential Standards**

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## **Introduction**

The Commission adopted new Administrative Services Credential program standards in December 2013 (preliminary) and February 2014 (clear induction). At the time of adoption, the Commission established a timeline for sponsoring institutions to implement the new program standards. All preliminary administrative services and clear guidelines based programs were allowed to transition to the new standards. However, all standards-based clear administrative services programs in existence at the time of the adoption of the new standards were required to submit program proposals through the initial program review process in order to operate under the new standards.

As of December 2015, the Commission has approved 61 preliminary administrative services programs and 39 clear administrative services programs. Preliminary programs all submitted a transition plan during the summer of 2014, outlining how they planned to address the new aspects of the program standards. By fall of 2014, all transition plans for preliminary administrative services programs had been approved. Implementation of programs addressing the new preliminary administrative standards began in fall 2015.

Similarly, 21 of the 22 guidelines-based clear administrative services programs submitted transition plans in fall of 2014, and by spring of 2015 all transition plans for the clear program had been approved. Of the state's 29 standards-based administrative services programs, 12 submitted program narratives to gain initial approval for clear induction programs. In addition, six new programs have submitted for clear induction program sponsorship, with fifteen additional institutions planning on submitting for clear induction programs in the 2016 calendar year. The last date for candidates to enroll in a standards or guidelines based program was June 30, 2015. All candidates enrolling after this date were required to enroll in a new clear administrative services credential program.

The 2015-16 year is the first year of implementation of the new standards. With implementation of the new requirements, an issue related to one aspect of the clear administrative services standards has arisen. Staff summarizes this issue in this agenda item along with some possible options for consideration.

## **Implementation**

The new Clear Administrative Services Induction Program Standard 1 includes the requirement that candidates enroll in a Commission-approved program within 120 days of the start date of their first administrative position (Appendix A). The inclusion of this provision was based upon research that indicates greater success when induction activities are provided early in a candidate's professional life. California's preliminary administrative services credential is valid for five years. By requiring participation in induction during the first year of service on this credential, the intent was to provide

guidance and support in early, critical years when new administrators are likely to need the most assistance, and, by doing so, increase the success and effectiveness of new administrators.

Within weeks of the implementation of the new standards, Commission staff started receiving questions regarding enrollment and the 120-day requirement from candidates, approved programs, and employers. Below is a summary of some of the issues raised in recent weeks:

1. *Availability* - Candidates communicated that there was no availability in their program of choice, and for some in any of the programs they contacted, that would allow them to enroll within 120 days. Some candidates indicated that they were told by programs that they could be accommodated later in the year but that they could not be accommodated within the first 120 days of their employment. Candidates expressed concern that their credential would be at risk if they failed to enroll in a program within 120 days of employment. Staff clarified with any candidate who communicated this concern that the provision is within a program standard and that candidates' credentials were not at risk if they enrolled after the 120 day period.
2. *Capacity* – Numerous programs have reported that the demand in the districts have exceeded their ability to serve all candidates seeking a clear credential. In the largest district in the state, Los Angeles Unified, personnel have indicated that they estimate as many as 800 administrators currently that need to clear their administrative credential. Programs are limited by the number of trained coaches serving/participating in their program. Most programs are in a growth mode, expecting to expand their coaching numbers over the next several years. However, capacity may continue to be an issue as program quality is dependent upon finding skilled individuals with experience, expertise, and time to fill the coaching role. Some programs indicated that they were enrolling as many candidates as they could, but that the need in the districts within their service area is greater than they could accommodate at this point in time. This necessitated that they turn away some candidates or agree to serve them at a later time.
3. *Accountability* – A number of programs that chose to enroll candidates who have served in their position for longer than 120 days expressed concern that they are out of compliance with the Commission's program standards. Some program personnel stated that the standards as written discourages programs from enrolling administrators who have been in their position for longer than 120 days, yet these are the candidates whose preliminary credential is set to expire the soonest.

Taken as a whole, the questions raised seem to indicate that, at least at the current time, there may be insufficient capacity in existing clear programs to serve all new administrators seeking entry. There are many constraining factors that have led to this situation. First, with the main component of the program being a coaching relationship, many of the new programs have begun operations with a small number of trained coaches and plan on building in size in the coming years. This has resulted in small cohorts of participants for this first implementation year.

Second, there is currently a considerable difference in the number of preliminary programs (61) to clear induction programs (39), perhaps limiting the number of candidates that can be served in this

first year. Many of California's college-based Tier II programs have had few or no candidates since the inception of the Administrator Training Program (established by AB 75 and continued through AB 430) as a pathway to clear administrative service credentials and reestablishment of a clear program has been time-consuming for some.

In addition, many programs have reported a large number of administrators in their third or fourth year seeking admission to clear induction programs over the past summer. Those programs with more limited capacity that have chosen to enroll these candidates reported having fewer spaces for new administrators in their first year of service. Some candidates have reported that some programs are offering them enrollment in spring or fall of 2016.

The size of the pool of administrators with two to five years of experience that will need enrollment in a program in order to clear their credential is unknown at this time. Therefore, it is unclear whether there will be a long term need to continue to serve a large number of administrators who are not within their first year of service but who need to earn the clear credential. Commission staff is currently polling program sponsors regarding their capacity in this initial year of implementation as well as the number of candidates they expect to serve when at full capacity as well as the year the program expects to reach full capacity. This information should shed light on whether the potential capacity issue is a byproduct of simply the first year of implementation of the new standards or a more long term issue. The results of the poll are expected to be shared with the Commission at the time this item is presented.

Finally, the differences in program characteristics, most notably cost, may be an additional factor causing confusion. Candidates are unclear whether they are required to enter a different, sometimes more costly program, within 120 days of employment if their first-choice program is unavailable to them or if they may wait for availability in their preferred, sometimes lower-cost, program. Some administrators may be waiting for their preferred program to be available in the next semester or year.

The accreditation system monitors programs and enforces all aspects of the Commission-approved program standards. The current language, if maintained and taken literally, would mean that accreditation teams would find programs out of compliance with Program Standard 1 if programs serve candidates who enroll beyond their initial 120-days of employment as an administrator. This creates a disincentive for institutions to serve veteran candidates that need to earn a clear administrative services credential. This also sends an alarming message to new administrators--some of whom believe that their credential is at risk if they are unable to enroll in a program within the specified timeline.

### **Staff Recommendation**

Given the issues raised by programs and candidates, staff recommends the following:

- 1) The Commission act to waive the 120-day enrollment requirement for all clear administrative services induction programs retroactively from July 1, 2015 through December 31, 2015.
- 2) The Commission consider revising the language of Program Standard 1 as follows:  
Induction is the support and guidance provided to novice educators in the early stages of their careers. California's Administrator Induction is an individualized, job-embedded, two-year program, ~~with enrollment and initiation of coaching~~

within 120 days of starting an initial administrative position. Programs make every effort to enroll candidates within their first year in an administrative position. Recruitment activities and advising material for prospective candidates should convey the expectation that a candidate enter a program upon starting an initial administrative position. The design of the program is based on a sound rationale informed by theory and research, is primarily coaching-based, and includes personalized learning. Professional learning may be offered through formal and informal partnerships, complements and integrates school and/or district goals, and employs competency indicators that support a recommendation for the clear credential. The program design provides multiple opportunities for candidates to demonstrate growth and competence in the California Professional Standards for Educational Leaders (CPSEL) outlined in Standard 5.

Commission staff would convey the encouragement of early enrollment to institutions, program personnel, and candidates through Program Sponsor Alerts, Think Tank sessions, conference and meeting presentations. Institutions may employ such items as recruitment flyers, coach and candidate handbooks, and individual communication with potential candidates so that a culture of early enrollment is established.

### **Next Steps**

If the Commission acts to revise the program standards with respect to the 120-day enrollment requirement, staff will begin the process of informing the field regarding this change via a Program Sponsor Alert, direct email to programs and discussion at future Think Tank sessions. Additionally, staff will continue to monitor the situation via feedback from the field, polling programs for current and future capacity, and anecdotal information from candidates on the availability of programs during their first year of service.

## **Appendix A**

### **Standard 1 from the Standards of Quality and Effectiveness: Administrative Services Credential Clear Induction Program Standards (Adopted February 2014)**

#### **Program Standard 1: Program Design and Rationale**

Induction is the support and guidance provided to novice educators in the early stages of their careers. California's Administrator Induction is an individualized, job-embedded, two-year program, with enrollment and initiation of coaching within 120 days of starting an initial administrative position. The design of the program is based on a sound rationale informed by theory and research, is primarily coaching-based, and includes personalized learning. Professional learning may be offered through formal and informal partnerships, complements and integrates school and/or district goals, and employs competency indicators that support a recommendation for the clear credential. The program design provides multiple opportunities for candidates to demonstrate growth and competence in the California Professional Standards for Educational Leaders (CPSEL) outlined in Standard 5.

The design of the program allows for enrollment within 120 days of starting an initial administrative position. Upon program completion, the Induction program sponsor certifies a candidate's ability to demonstrate the administrative and operational knowledge, skills and dispositions needed to effectively lead, manage, and improve educational organizations. Assessment of candidate competence is grounded in the proficiencies expressed in Standard 5 of the Administrative Services Credential Induction Program Standards.